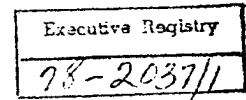


24 JUL 1973



MEMORANDUM FOR: Director of Central Intelligence

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Career Guidance

REFERENCE : Memo fr DCI to D/Pers dtd 17 Jul 78, subj:
Recruitment and Career Guidance

1. Action Required: None. This memorandum is in response to paragraph 3 of reference requesting information relative to the career counseling services available in the Agency. Paragraphs 1 and 2 of reference are being answered separately.

2. Discussion: Career counseling has always been a viable service in the Agency but was given formal status and visibility in 1973 in response to a recommendation of the Personnel Approaches Study Group. Their recommendation was incorporated in the regulations in [] which requires the Heads of the Career Services to create a Career Service-wide counseling program to provide:

a. Counseling for employees when recommended in the course of the evaluation process.

b. A visible counseling service where employees may go on their own initiative for career guidance and job assistance.

3. Each Career Service has included specific information relative to the career counseling services of that Directorate in its Personnel Handbook. These Handbooks are either given to each of the employees of the Career Service or are readily accessible for reference at identified

places, such as with supervisors. In addition, copies are maintained in the Office of Personnel component (Staff Personnel Division) which provides counseling and guidance. The Handbooks include identification by title and telephone number of the officially designated counselors. Attached is a precis of the material on this subject in each of the Handbooks.

4. Career counselors of the Career Services are either senior officers of the individual components or officers specifically identified as Career Management Officers for the Career Services or subgroups. The grades of the officer vary, but are usually in the GS 14-16 range as representing long experience in Agency activities. Component personnel officers are also identified as sources for obtaining counseling services. In addition to the identification of the designated counselors, all the handbooks note that it is a primary responsibility of line supervisors to provide counseling and guidance to employees.

5. Also available to all employees are Developmental Profiles which are basic descriptions of the career tracks of the various disciplines or professions of the Agency. They are developed by the Career Services or subgroups, as appropriate, and are available either through publication in the Handbooks or by distribution to supervisors and counselors. These Profiles are also available in the Staff Placement Division of the Office of Personnel. In addition to the Directorate level services, career counseling and guidance is provided by SPD on an Agency-wide basis. Employees entering on duty are advised at their EOD briefings of this source for counseling, the responsibility is discussed at the various management courses, and the Handbooks also identify SPD as the office providing information and career counseling, assignment information and related guidance across Career Service lines.

6. In support of the counseling activities the Office of Training offers a course for counselors or other employees having any involvement with counseling responsibilities. The pilot running was in July 1974; the 18th course will be offered in September 1978. The course is offered four times a year and is attended by three employees selected by each of the four major Career Services. It gets very good reviews from the attendees.

7. While there have been secretarial and clerical panels operating in some Career Services or subgroups for several years, the DDCI's memorandum of 13 April 1978 makes panel structures for the management

25X1 of these employees an Agency-wide policy. There is now a Career Service level Secretarial Panel in each Directorate responsible for the career management, development, competitive evaluation and assignment of secretaries in grades GS-08 and above. Panels are established in all Career Service subgroups to perform the same functions for the secretarial personnel in grades GS-07 and below and for all clerical personnel. The expansion of the panel system ensures that all employees will be included in the counseling requirements of [redacted]. The members of the panels will offer sources for counseling in addition to the already established system of supervisors, career management officer, and other formally designated counselor personnel.

8. We believe all employees, new and old, officers and clerical, have available an abundance of sources for obtaining advice and guidance in developing a career plan.

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R. W. M. Janney ✓

Attachments

Deputy Director for Administration

1. Directorate of Administration counseling services are presented in the Directorate of Administration Personnel Management Handbook pages 18-20 Section VII.
2. The section describes the several categories of counseling available to employees including Job and Career-Related Counseling. The section also identifies by title and telephone extension those responsible for providing these counseling services. For Job and Career-Related counseling it identifies the Directorate Career Management Staff and lists their telephone extension.
3. Within the Offices of the DDA the number of officers involved in Job and Career-Related counseling varies among the offices from 1 to 22 with the Office of Communications having the greatest number.
4. The Directorate of Administration distributes the Personnel Management Handbook to the DDA Offices with instructions to advertise it widely. The format of the Handbook provides space for the addition of individual sub-group material on Job and Career-Related information and guidance.

National Foreign Assessment Center

1. NFAC Counseling Services are presented in the Career Service Personnel Handbook, pages 23-25, Section VI, Employee Counseling.
2. The section describes the several categories of counseling available to employees among which are Job and Career-Related Counseling and Job Opportunity Counseling. The section also identifies by job title and telephone extension the officers responsible for providing these services and the Directorate level Job and Career-Related Counseling.
3. NFAC annually publishes in a Directorate Notice names and telephone numbers of all Directorate and Office Counselors.
4. NFAC will distribute its new, revised Handbook to each NFAC employee via computer generated routing sheets.

Deputy Director for Operations

1. Directorate of Operations counseling services are presented in the Clandestine Career Service Personnel Handbook pages 23 and 24 section VIII, Career Counseling.
2. The section describes career counseling services provided in the Clandestine Career Service identifying the job title and telephone extension of those responsible for providing counseling.
3. The Directorate of Operations distributes the Personnel Handbook to the branch level with instructions that it be made available to every employee in the component. In addition, each supervisor is required to certify annually in writing that every employee has read the Personnel Evaluation System Handbook. The Handbook describes the Panel System and the criteria for promotion for each category and each grade.

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Deputy Director for Science and Technology

1. Counseling services in the Directorate of Science and Technology are presented in section X, pages X-1 through X-3 in the Personnel Management Employee Handbook.
2. The section describes the types of counseling and the responsibilities delegated at the supervisory level, the Office level and at the Directorate level.
3. The handbook has been widely distributed with over 2700 copies distributed throughout the Directorate. The handbook is currently under revision and plans call for distribution to each employee.

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Executive Career Service

1. Job and Career-Related Counseling in the Executive Career Service are referred to in paragraph F page 2 and paragraph I. page 3 of the E Service Handbook.
2. Job and Career-Related Counseling is described as the responsibility of management personnel at all levels in general, and specifically the responsibility of the AO/DCI Personnel Officer.
3. The handbook is distributed to each member of the "E" Career Service.